

FIG. 1

Arguments by Advocates and Opponents of Change

Arguments by Advocates*	Arguments by Opponents**
<p>(James, 82) In all our previous discussions, and Topteam had before we came up here to Palomino, we thought, and many individuals raised the point, that we should be trying, difficult as it is for all of us, to be objective about what we say in these reports. We should think of the organization not in terms of the incumbency of any one position, but as to how the organization itself should be best structured from the point of view. And we are dodging the issue because we are saying this. It may possibly point the finger to any one of us, and that is too delicate an area for us to discuss.</p> <p>(Jack, 85) Topteam ought to have enough nerve, or gumption, to look at the company and say to our present President in writing, this. Look, Mr. President, you have to be organized because we have certain weaknesses, and if we do not do this, the company is not going to move. Topteam was willing to do it, but when it comes to individuals, you want to check it out, because you may have to give and you may have to take losses.</p> <p>(Jack, 92) But Topteam has a responsibility as a group to put this kind of recommendation on the board the same way as Topteam did other recommendations, rather than leave it again for a haphazard putting together without the resources to put together or call another meeting for that purpose.</p>	<p>(Arnold, 88) It seems to me that while there may be some benefit from the exercise I really see that we will go through the exercise for several hours, maybe several days, and Topteam will have a very heated discussion. It is inconceivable to me that it could be resolved without a heated discussion. Then the whole thing can be a complete waste of time because of the relationships between the chairman and the President and how they see the job.</p> <p>(Sam, 89) When a man is made the chief executive officer, and I'm just using the President by way of example, then he is going to determine the kind of a structure he is going to operate in effectively in order to achieve the desired goals. You're saying to him, Topteam will make you the President but this is the way you're going to have to operate.</p> <p>(Arnold, 94) Traditionally the President of the United States or the Prime Minister under the parliamentary system alone chooses his own cabinet and for the most part the choice of cabinet depends on the skills of that particular individual. I think it was obvious that Kennedy chose a very weak secretary of state because he himself wanted to do the secretary of state's job. I think that for a President to come unto the job without this choice being made by him puts him at a very serious disadvantage.</p> <p>(Irving, 110) I think that the groupings that are made are really the prerogative of the chairman and whoever he nominates to be the President. And those groupings must be made on two bases, and I do not know if we can go much deeper with it over here. Number one is what is a natural grouping business wise, and number two is the competence of the people available, in the judgment of the chairman and his President. That will obviously have to determine to some degree the groupings fundamentally based upon the natural groupings that are available to us. But I think that beyond that, you have to take people into account and into consideration and Topteam should leave here ready to say that whatever these people deem to be in the best interest of the corporation, this is what Topteam will have to go along with. I do not think we can go beyond that point.</p>

* These statements are edited slightly from the transcript. They include only the statements made after the suggestion to let the next President decide on his/her own structure was made.

** These statements are edited slightly from the transcript.

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Figure 2

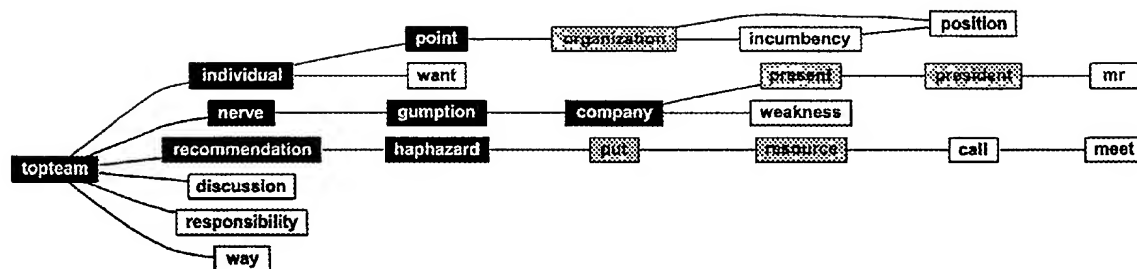


Figure 3

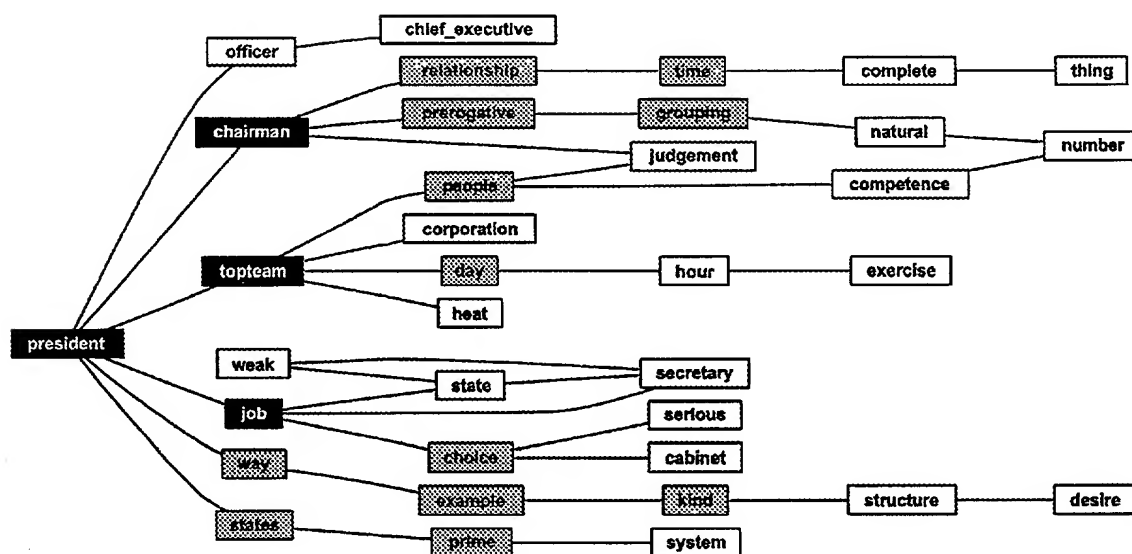


Figure 4

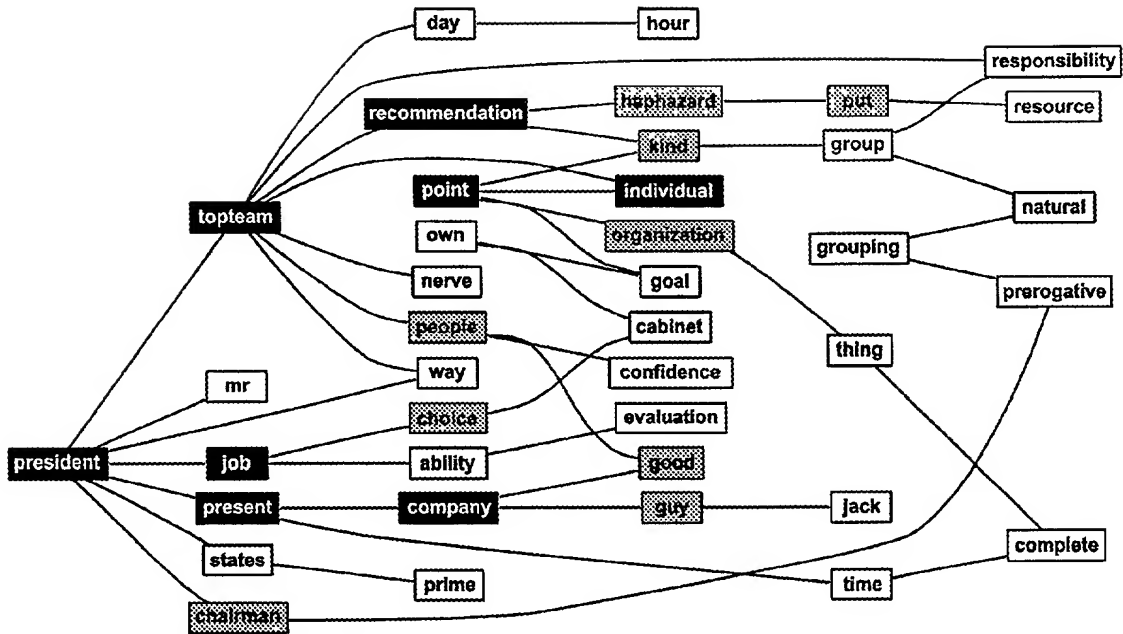


Figure 5

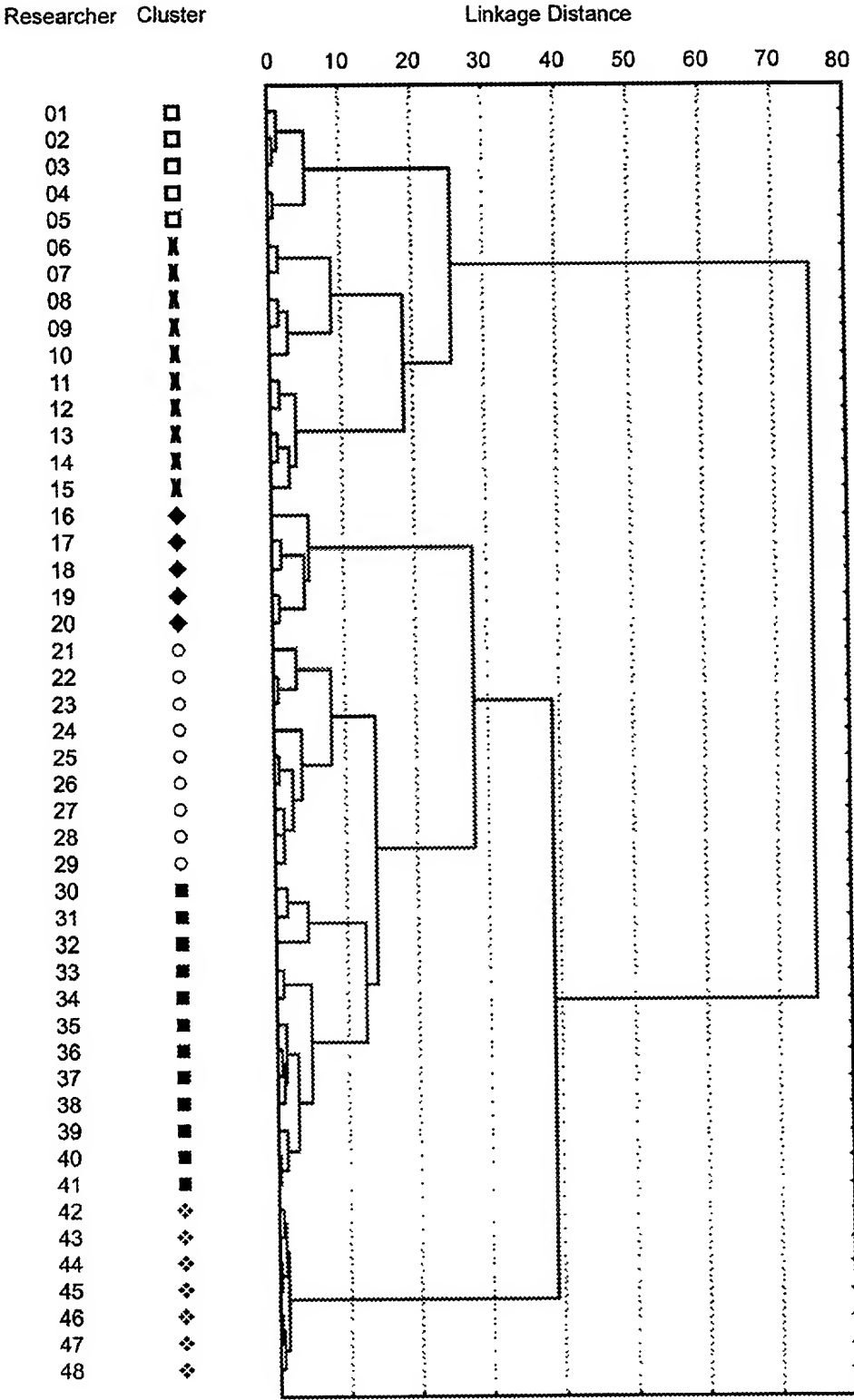


Figure 6

